Newfoundland
Labrador
Transportation & Works
Annual Report
2009-2010

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Credits

Prepared by: Policy & Planning Division
Department of Transportation & Works
Designed by: Roseann Linstead

Message from the Minister

In accordance with Government's commitment to transparency and accountability, I am pleased to submit the 2009-10 Annual Report for the Department of Transportation and Works. This report provides an overview of departmental activities and key accomplishments during the 2009-10 fiscal year. As Minister responsible, I am accountable for the preparation of this report and the results contained herein.

As part of its Mandate, the Department provides a safe and efficient transportation system, landlord services for all government departments and support services such as leasing and air services. A detailed description of the Department's Mandate is available in the Department of Transportation and Works 2008-11 Strategic Plan.

It has been a year of great achievement for the Department of Transportation and Works as we witnessed significant advancement in all modes of transportation within Newfoundland and Labrador. Record investments were once again made in our provincial roads and bridges and our fleet of Government aircraft was revitalized with the purchase of four new water bombers. New initiatives were undertaken to enhance our ferry services including a pilot project that provided year-round service on the Labrador Straits and the progression of vessel replacement.

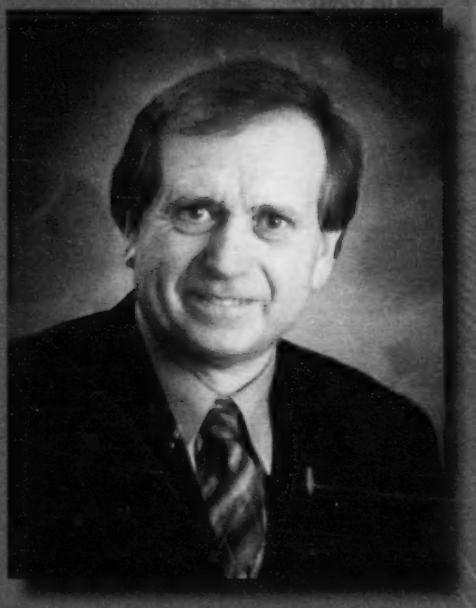
Of all the successes of 2009-10, the Department's most significant achievement came with the opening of Phase III of the Trans Labrador Highway on December 16, 2009. The completion of Phase III was truly a pivotal moment in the history of Labrador and indeed the entire province. This advancement, combined with the provision of year-round ferry service on the Straits, enhanced transportation services for both Labradorians and Newfoundlanders alike.

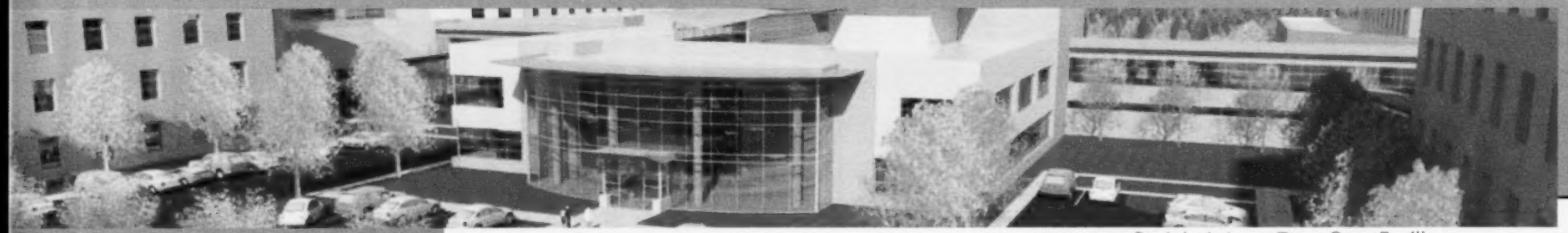
It is with great enthusiasm that the Department of Transportation and Works looks towards 2010-11 and builds upon our recent successes to make way for even more great achievements in the years to come.

Sincerely,

Tom Hedderson

TOM HEDDERSON, MHA
Minister of Transportation and Works





St. John's Long-Term Care Facility

Vision

The vision of the Department of Transportation and Works is of a sustainable public works and transportation infrastructure that meets the economic and social needs of the province.

Mission

Transportation and Works will have improved the transportation and public works infrastructure and services to meet the economic and social requirements of Newfoundland and Labrador by 2011.

Departmental Overview

Mandate

The mandate of the Department of Transportation and Works is derived from the Executive Council Act and includes responsibly for the administration, supervision, control, regulation, management and direction of all matters relating to transportation and public works, including:

- Design, construction, improvement, repair and maintenance of highways, local roads, airstrips, ferry landings and related facilities;
- Acquisition, use, maintenance and operation of ferries under ownership, charter or administration;
- Acquisition, use, maintenance and operation of provincial air ambulance, water bomber and other aircraft and services under ownership, charter or administration;
- Property that belongs to or is held or occupied by the Crown, and the works and properties acquired, constructed, extended, enlarged, repaired or improved at the expense of the province, or for the acquisition, construction, extension, enlargement, repair or improvement of which public funds are voted and appropriated by the Legislature, other than property and works assigned to another minister or department of the government of the province;
- Property management including the design, construction, repair, maintenance, heating, lighting, cleaning, phone, mail and security of buildings that belong to or are held or occupied by the Crown and grounds that belong to those buildings;
- The leasing of real property by the Crown and related activities;
- The disposition of surplus real property; and,
- The administration of Acts under the responsibility of the Department and of all orders and regulations passed or made under those Acts, including those powers, functions or duties necessary or desirable for carrying out the purpose of those Acts.

Construction of Ferry Hull 57 Bow at Marystown Ship Yard

Lines of Business

In delivering its mandate, the Department of Transportation and Works provides the following lines of business:

Transportation

Provision and/or management of transportation infrastructure and services for the Province, including:

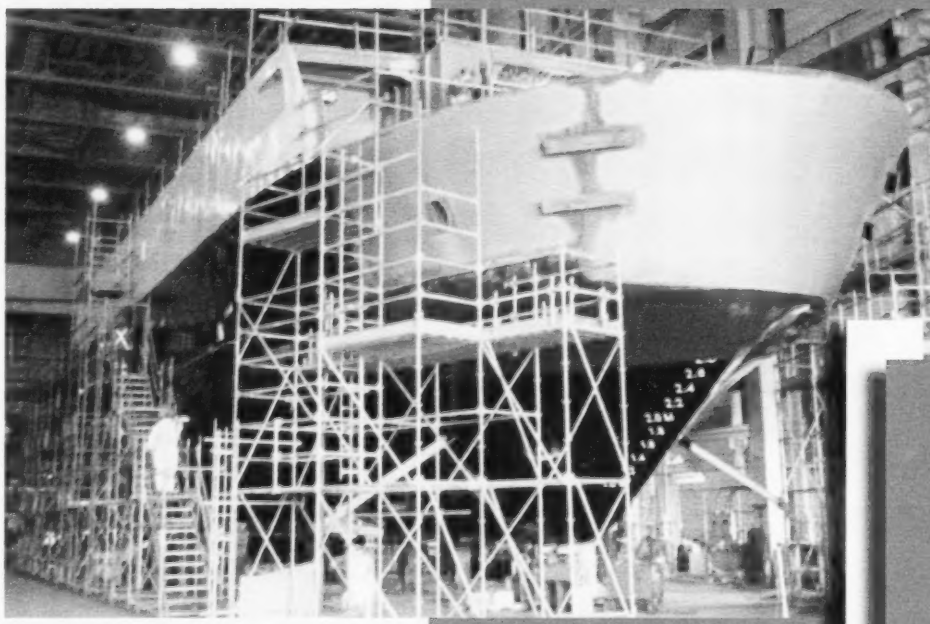
- Provincial roads;
- Provincial marine passenger, vehicle and freight services;
- Provincial airstrips; and
- Provincial air ambulance and forest fire suppression.

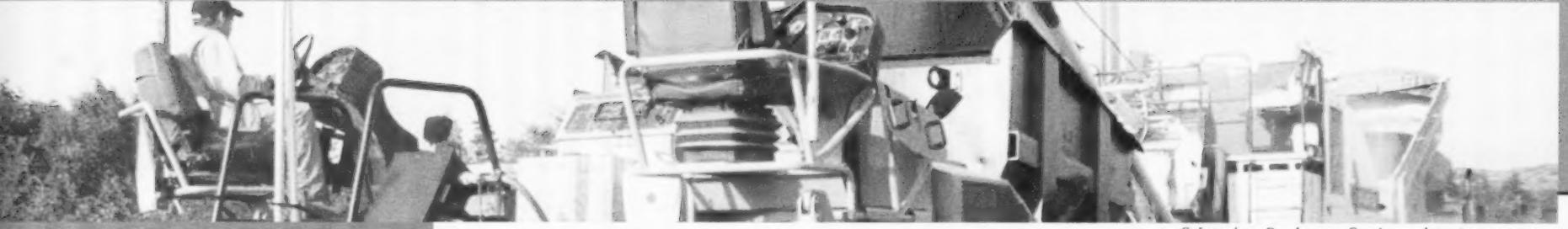
Public Works

Provision and/or management of:

- Facility/building infrastructure for Government and select agencies;
- Building security; and
- Government phone and mail services.

The primary clients of the Department of Transportation and Works include all provincial government departments and their related boards and agencies, municipal governments, road users, provincial ferry users, shippers, carriers and transport workers, and consultants.





Stimulus Project - St. Lunaire Area

The Department of Transportation and Works is divided into **four** branches:

1. Transportation
2. Marine Transportation Services
3. Works
4. Strategic & Corporate Services

Organization and Staffing

Summary of Organization

Transportation
Provision and maintenance of a provincial road transportation system that includes:

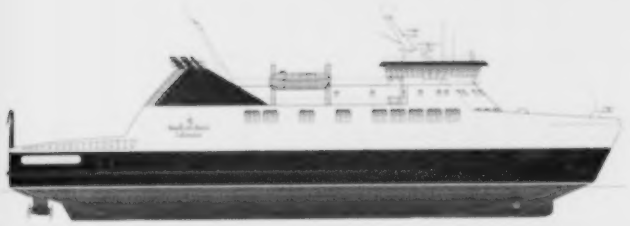
- Summer and winter maintenance (snow clearing and ice control) of over 9,600 kilometres of primary and secondary highways and community access roads;
- Construction of new roads and management of road improvement projects with expenditures of $196.2 million for 2009-10;
- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada, and 73 communities throughout the province;
- Purchasing salt and sand for 159 town councils and a number of hospitals, schools, and other external entities;
- Management of government's fleet of over 3,000 vehicles including light vehicles, heavy equipment and utility vehicles (such as snowmobiles, all terrain vehicles, etc.);
- Provision of up to date images of driving conditions from 20 camera locations throughout the province (www.roads.gov.nl.ca/cameras/default.stm); and,
- Provision of environmental services for provincial roads projects.

Construction of Trans Labrador Highway

MV Sound of Islay

Marine Transportation Services
Provision, maintenance and management of 18 provincial ferries servicing over 30 communities throughout the province. Marine operations include:

- Eight government-owned and operated vessels, two government-owned and privately operated (through a contract with the provincial government) vessels, and eight privately-owned contracted vessels serving approximately 30,000 residents;
- Operations accounting for $90.4 million for 2009-10 (transporting approximately 900,000 passengers, 400,000 vehicles, and 30,000 tons of freight;
- Provision of fleet modernization through government's vessel replacement plan;
- Provision of vessel modification and refits of government-owned vessels through a comprehensive vessel maintenance management program; and,
- Operation of government-owned vessels with a complement of 276 marine staff.



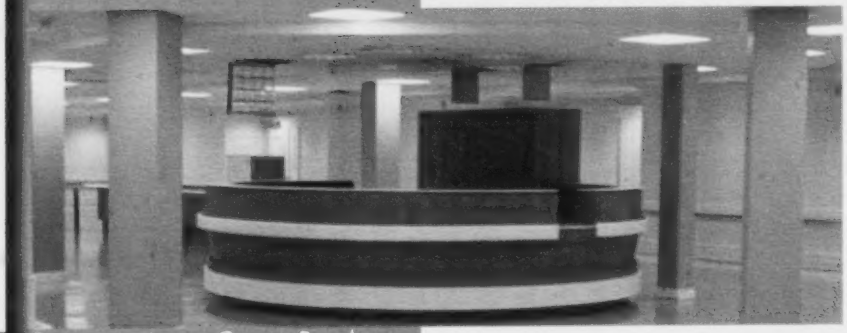
Note: The Department of Transportation and Works is not responsible for the Gulf Ferry Service. Responsibility for this service resides with the Government of Canada through Marine Atlantic Inc. (www.marine-atlantic.ca).

Corner Brook Long-Term Care Facility

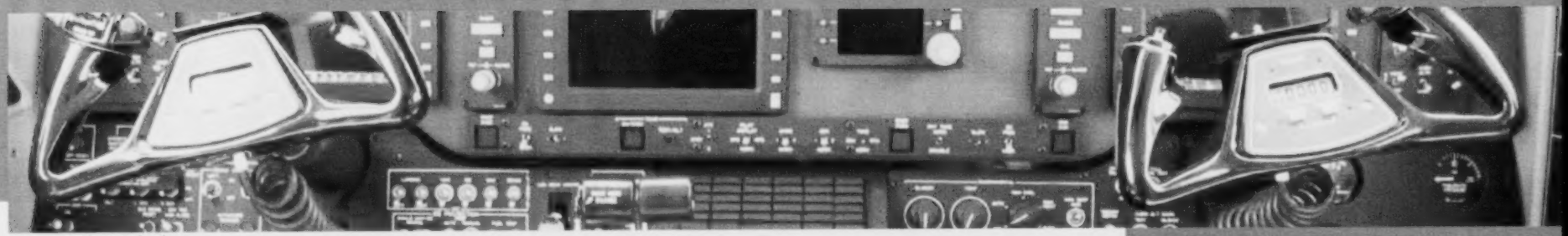
Works

Management and maintenance of approximately 622,000 square metres of floor space, consisting of approximately 850 buildings, on 380 sites across the province;

- Construction of new buildings and management of other capital projects for government departments and government-funded bodies with expenditures of $135.2 million for 2009-10 and a total multi-year construction value of over $1 billion;
- Provision of space for government departments in government-owned buildings and leased accommodations;
- Acquisition of land on behalf of government departments and agencies for various projects and public works;
- Provision of environmental services for government buildings;
- Provision of centralized mail and messenger services for government, which includes the processing and delivery of over 8.5 million pieces of correspondence annually; and,
- Provision of telecommunications services to all government departments.



Reception Area - Corner Brook Long-Term Care Facility



Air Ambulance

Strategic and Corporate Services

- Provision of financial services for the Department;
- Provision of strategic human resources services for the Department;
- Provision of policy and planning services for the Department; and,
- Operation and maintenance of government's fleet of nine aircraft for air ambulance and forest fire suppression.

Service Award Recipients

Employees as of March 31, 2010

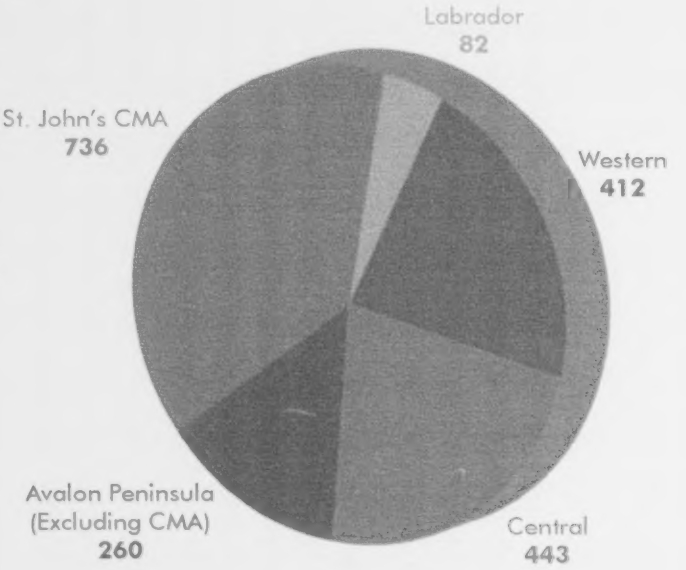
- 1,933 in total (1,708 male; 225 female)
- 1,010 permanent (861; 149)
- 589 temporary (528; 61)
- 334 seasonal (319; 15)

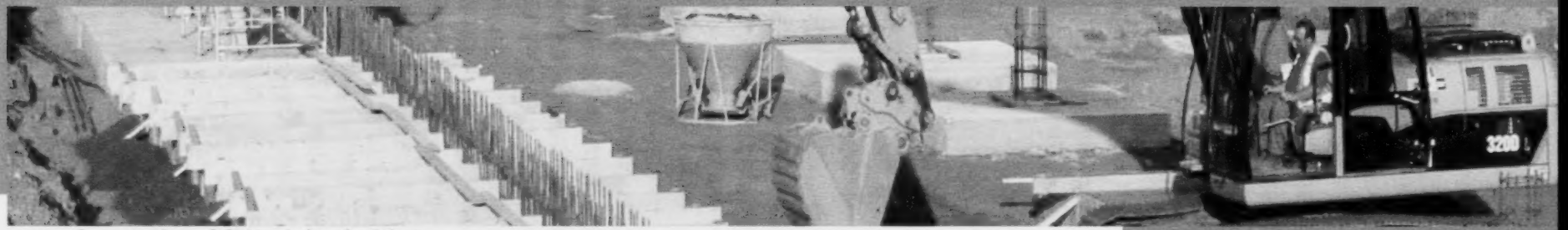
Our Valued Employees

The provincial headquarters at the Confederation Complex is responsible for policy and planning, project management and design, strategic operational management, and corporate administrative services. The regional offices throughout the province provide construction, maintenance and operational services while the depots provide direct services such as snow clearing and road maintenance.

With over 1,900 staff located throughout the entire province, the Department of Transportation and Works has the largest number of employees within any government department. The Department operates out of seven regional offices and 67 depots/units throughout the province.

Transportation & Works
Employees by Location

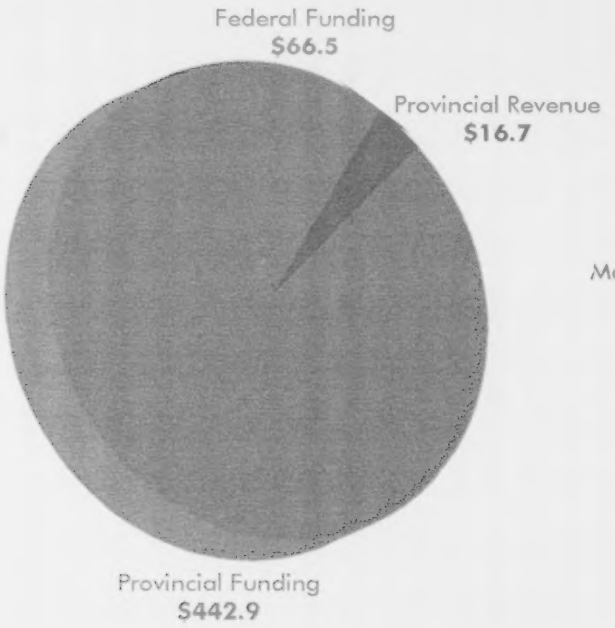




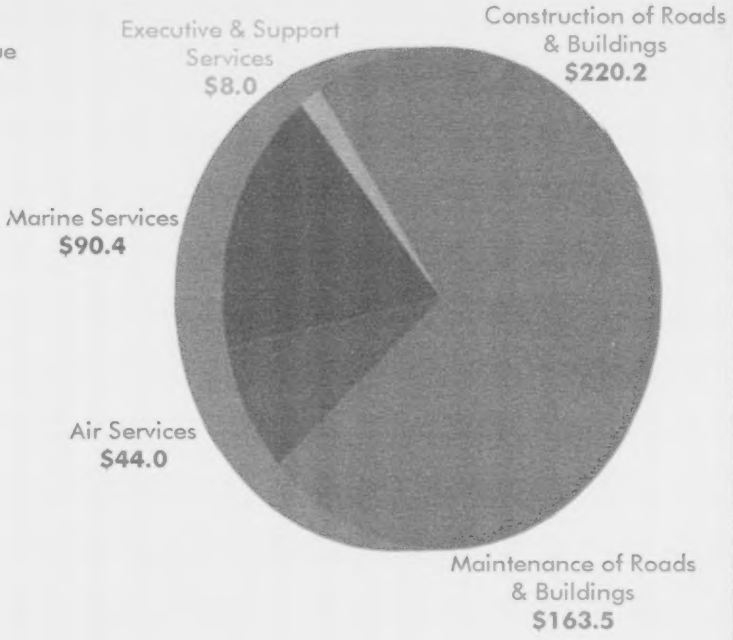
Construction of CNA - Labrador West

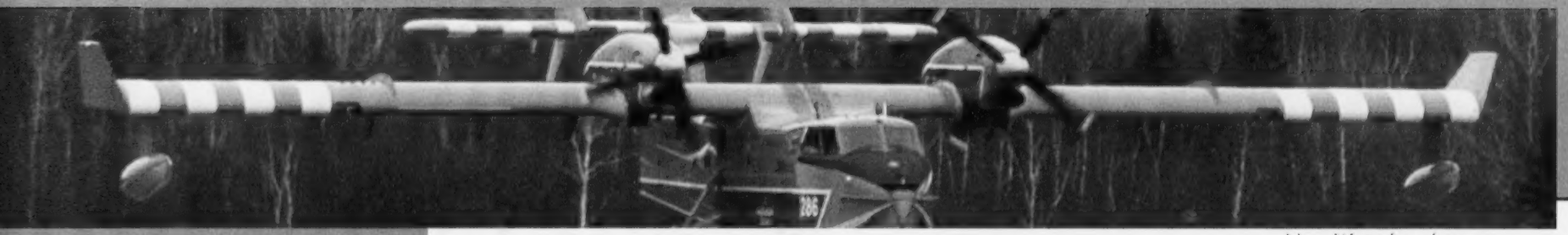
Revenues and Expenditures for 2009-10

Where the Money Comes From ($ Millions)



Where the Money Was Spent ($ Millions)





New Waterbomber

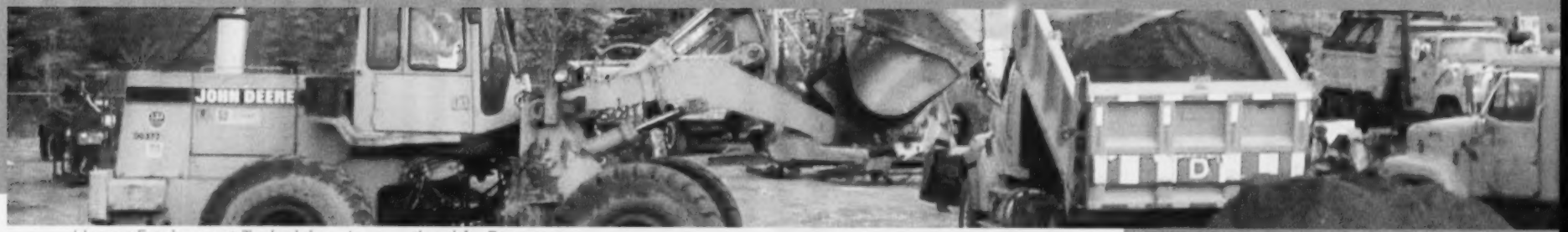
Shared Commitments

Fire Suppression

In supporting Government's commitment to modernizing the Province's water bombing fleet, the Department of Transportation and Works proceeded with the purchase of four new Bombardier 415 water bombers. Currently, the Department's Air Services Division owns and operates six CL-215 water bombers used for forest fire suppression, a responsibility shared between the Departments of Transportation and Works and Natural Resources. These aircraft are aging and becoming more expensive to operate and maintain. Furthermore, the CL-215 aircraft use aviation gas, a fuel source that is often in short supply. Although these planes are still operational and fully capable of providing fire suppression, four have reached a point in their lifespan where they require replacement or expensive overhauls.

In order to rejuvenate the fleet, the Department is in the process of replacing four of the aircraft with new state-of-the-art Bombardier 415 aircraft. These new aircraft have a modern engine design that makes them faster and more fuel-efficient. The total value of the agreement with Bombardier is approximately $120 million, which includes necessary spare parts, training and technical support. The first of the four new aircraft will arrive in the Province in April 2010.

Department of Transportation and Works



Heavy Equipment Technician Apprenticeship Program

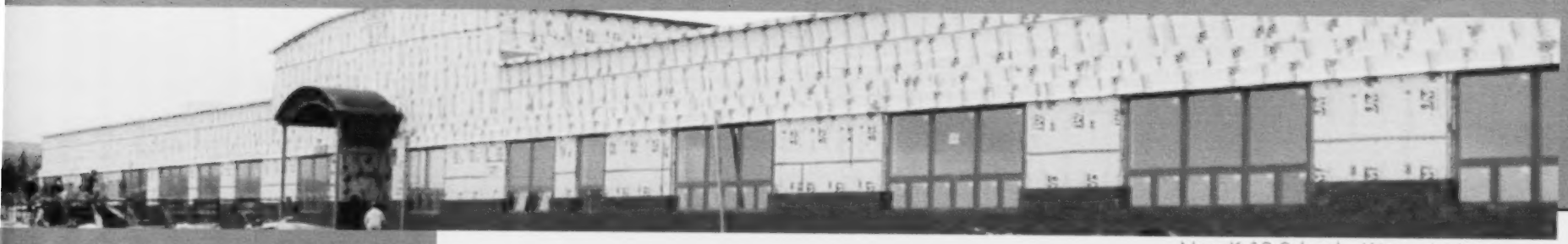
Human Resource Management

The Strategic Human Resources Division of the Department of Transportation and Works continued to work vigorously on strengthening leadership, workplace safety and organizational learning throughout the Department. This past year, the Department collaborated with other government departments and agencies to develop and deliver a number of initiatives around recruitment and retention, workplace safety, and skills development.

The Heavy Equipment Technician Apprenticeship Program is an innovative and successful example of collaboration amongst multiple government entities. Partnering with Service Canada and the Industrial Training Division of the Department of Education, the program provides youth with opportunities to enhance their skills as well as allowing the Province to highlight employment opportunities within the Department of Transportation and Works.

In advance of a possible H1N1 threat, the Department participated in an interdepartmental Pandemic Planning Committee to develop and adopt new initiatives with an emphasis on enhanced worker safety. By working with other departments, the Committee ensured that there was a consistent approach to human resource issues across Government to preserve business continuity in the event of a pandemic.

Snow School Training - Clarenville

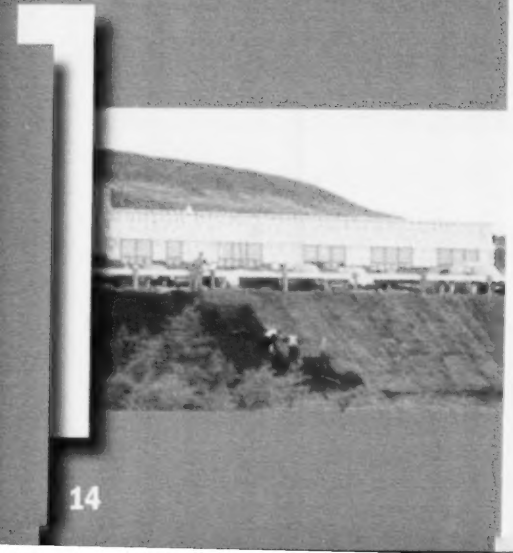


New K-12 School - L'Anse Au Loup

Infrastructure Renewal

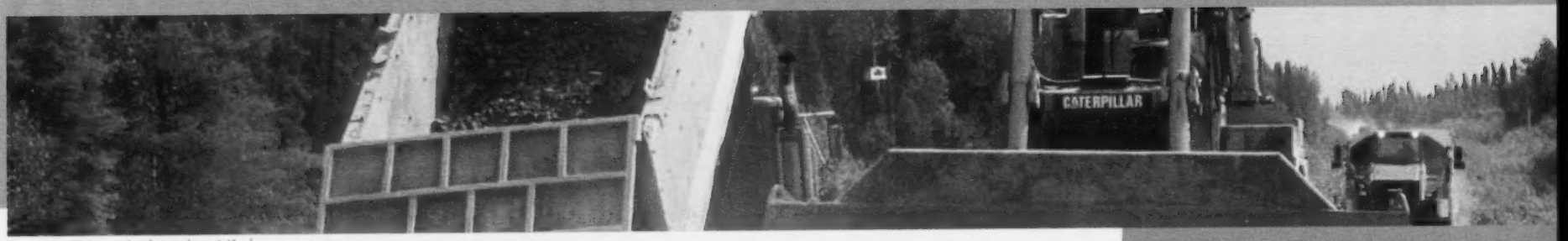
The Department of Transportation and Works continues to play a key role in Government's unprecedented commitment to infrastructure renewal and economic stimulus. In 2009-10, the Provincial Government announced $800 million in infrastructure funding to further Government's infrastructure strategy, help stimulate the economy, and benefit from federal-provincial cost-sharing opportunities. The provincial infrastructure strategy is valued at more than $4 billion over the next several years.

The Department's involvement in infrastructure renewal extends beyond the construction and rehabilitation of roads, bridges and ferries and the acquisition of aircraft. The Department also manages and oversees major building projects for all provincial government departments and many agencies. This includes not only office buildings but also new schools, hospitals, long-term care facilities, and courts, to name just a few. Through strategic partnerships with other government departments and agencies, the Department of Transportation and Works manages the design and construction process of major projects throughout the province.



Environmental Stewardship

The Department of Transportation and Works actively participated in an interdepartmental working group tasked with creating a policy that sets firm standards on incorporating energy efficiency when building new government funded buildings or major additions. The proposed policy includes tools and guidelines that will assist in creating a life-cycle analysis on new buildings in order to develop a business case for incorporating the required energy efficiency standards contained in the policy. Should the life-cycle analysis fail to produce a favorable business case, the policy allows for exceptions from the new energy efficiency standards.



Trans Labrador Highway

Highlights and Accomplishments

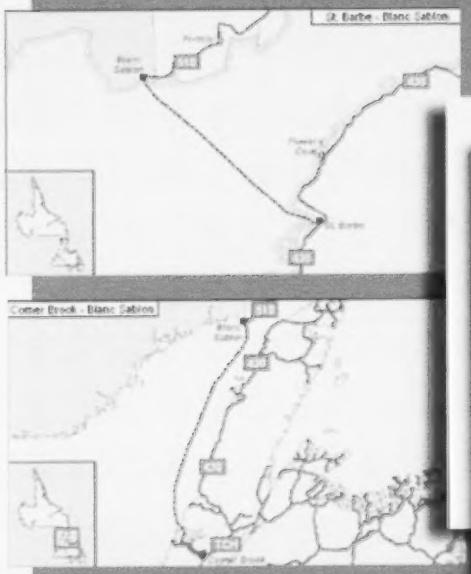
Improved Transportation for Labrador

It has been a historic year for transportation to, from and within Labrador. With the opening of Phase III of the Trans Labrador Highway and the year-round ferry service pilot project implemented on the Strait of Belle Isle, residents can now travel year-round from Labrador West through Southern Labrador and on to the island portion of the province. These accomplishments will change the face of transportation in Labrador for future generations.

In 2004, the Department began awarding contracts for construction of Phase III of the Trans Labrador Highway: the section of road connecting Cartwright Junction and Happy Valley-Goose Bay. On December 16, 2009, Phase III was officially opened to the traveling public to create one continuous route that spans approximately 1,150 kilometres from Labrador West to Southern Labrador. The total cost of Phase III is approximately $138 million.

Building upon the success of the Trans Labrador Highway, the Department implemented a pilot project with the goal of providing a year-round ferry service between the Island and Labrador across the Strait of Belle Isle. On February 1, 2010, the MV Apollo was taken out of service to undergo its annual refit for approximately nine weeks. During the MV Apollo's refit, service on the Straits continued using the MV Sir Robert Bond. Operating the MV Sir Robert Bond on the Straits was a first time initiative that provided a dedicated service between the Island and Labrador during the winter months, when ice conditions generally prohibit the provision of marine service in this area. The MV Sir Robert Bond provided two round trips per week between Corner Brook and Blanc Sablon from February 1 to April 7. The Provincial Government invested approximately $1.5 million to launch the pilot project.

Over the past year, the Department of Transportation and Works has made considerable achievements in addition to the strategic issues outlined in later sections. These accomplishments assist the Department in effectively carrying out its Mandate and fulfilling its Mission by 2011.



Daniels Harbour Bypass

Improved Road Safety

Safety on roadways throughout the province remains a number one priority of the Department of Transportation and Works. This past year, the Department invested in several new initiatives to improve road safety for both the traveling public as well as employees and construction crews working on our provincial roads.

Ensuring safety in the workplace is always a top priority of Government. For this reason, the Departments of Transportation and Works and Government Services launched a new campaign to encourage motorists to slow down when approaching construction zones. The initiative includes new signage that features Transportation and Works employees and their children with the message "Slow Down – My Mom/Dad Works Here." Fines for speeding in designated construction zones also doubled, reflecting the importance of safe roads for the traveling public and our dedicated employees.

Trans Labrador Highway Hard-Surfacing

Department of Transportation and Works

Snow School Training Program

Occupational Health and Safety

The Department of Transportation and Works continued with the focus of workplace safety by promoting safety in the workplace through ongoing training development programs. In 2009-10, 117 Highway Maintenance Equipment Operators graduated from the Department's three-day "Snow School" training program. The Department implemented the Program to enhance safety and increase the knowledge and technical skills of its snowplow operators. The program is delivered annually in five regions across the province.

Other occupational health and safety initiatives included the implementation of a Prescription Safety Glasses Program and a Hearing Conservation Program. As a result of these and other initiatives, Workers Compensation claims are down 20 per cent from last year, demonstrating the Department's focus on occupational health and safety.

*In 2009-10, **117** Highway Maintenance Equipment Operators graduated from the Department's three-day "Snow School" training program.*

PUBLIC SERVICE AWARD OF *Excellence*

2008 Award Recipient
Ken Hannaford

Hon. Jerome Kennedy, Ken Hannaford, Gary Norris - Clerk of the Executive Council

In 2008, as a result of bridge construction by the Department of Transportation and Works, there was a substantial drop in the water levels of Healey's Pond located in the Town of Portugal Cove - St. Philip's. Through the diligent effort and dedication demonstrated by Ken Hannaford, an Environmental Scientist with the Highway and Construction Division, a serious situation was averted.

Along with the recreational problems for residents and park users, the fish and wildlife habitats of Healey's Pond were under threat of being permanently affected by the lower water levels. Ken quickly set into play a remedial action plan to rectify the problem. He also liaised with concerned residents requesting their patience and ultimately gaining their confidence while he gradually restored the water level in Healey's Pond.

Throughout the project Ken demonstrated environmental leadership abilities, innovative techniques for restoring stream morphological features, experience with creating artificial spawning beds and inter-personal skills. Ultimately, his dedicated work over many days, evenings and weekends, enhanced the spawning habitat for the resident trout population. Area residents were very appreciative for the restoration and enhancement of the Healey's Pond environments.

His commitment, determination and passion for his work combined with his interpersonal skills avoided a serious environmental problem and resulted in a positive outcome for all involved. Ken has also displayed these same qualities while working on other projects for the department.

Ken Hannaford is a true ambassador for the Department of Transportation and Works and the Government of Newfoundland and Labrador.

The Public Service Award of Excellence recognizes individuals and teams who have made outstanding contributions to the public service. The award celebrates the exceptional work, commitment and creativity of employees who are making a notable contribution to the people of Newfoundland and Labrador. The Department of Transportation and Works would like to congratulate Ken Hannaford and Kirby Rose as recipients of the 2008 and 2009 Public Service Award of Excellence.

2009 Award Recipient
Kirby Rose

Kirby Rose has been a Highway Maintenance Equipment Operator with the Department of Transportation and Works for 20 winter seasons. The quality of Kirby's job performance affects the lives of commuters. Kirby's responsibility is immense and his task is one inherent with the dangers of wintertime highway maintenance. His character is such that he puts the safety of the driving public ahead of his own well being.

When he is on shift, Kirby wakes at 4 a.m. often facing harsh winter weather conditions of drifting snow and zero visibility which are especially common to the Northern Peninsula.

On one of those winter mornings, Kirby showed great perception and remarkable foresight. The moment he spotted flames coming from the chimney of a house in Goose Cove, he sprang into action by knocking on the door and awaking the female occupant and her infant. Telling them of the fire he then proceeded to the basement and put out the flames. Displaying the kind of attention to detail and diligence it takes to perform his equipment operator position, Kirby then sprayed water in the fire pit, went outside and made a visual inspection of the chimney, then returned again to soak the coals one more time. When he felt secure the mother and infant were no longer in jeopardy Kirby resumed his route for the rest of his shift only to stop in and check on the occupants of the house and ensure their safety before going home himself.

It is reassuring to know unselfish and truly valiant people like Kirby are out there on the road safeguarding us from the elements on a daily basis.

Premier Danny Williams, Kirby Rose, Gary Norris - Clerk of the Executive Council

Intelligent Transportation System - Grand Bank Installation

In keeping with Government's strategic directions and the Mandate and financial resources of the Department of Transportation and Works, the Department has worked toward addressing **four** key strategic issues over the past year:

- Improved Highway System
- Improved Marine Services
- Improved Government Air Services
- Support the Provincial Energy Plan

Outcomes of Objectives

Improved Highway System

The Department of Transportation and Works further improved the Province's highway system with record investments in roads and bridges. The Department also expanded its road condition monitoring efforts with the installation of new Intelligent Transportation Systems and enhanced data collection. This past year, the Department focused its efforts on providing an improved level of service for the traveling public. Recent initiatives such as 24-hour snow-clearing and the completion of the Trans Labrador Highway have further improved the Province's road network system for the benefit of all road users in Newfoundland and Labrador. The following goal supports the strategic directions of Government by contributing to the improvement of transportation infrastructure and services in the province.

GOAL

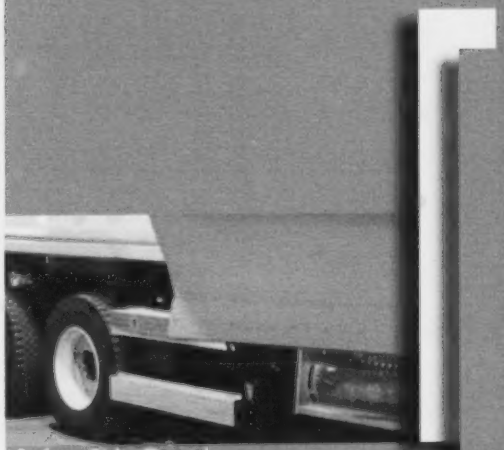
By March 31, 2011 Transportation and Works will have improved the condition and maintenance of the province's roads and bridges.

2009-10 OBJECTIVE

By March 31, 2010 Transportation and Works will have expanded its monitoring efforts and continued to invest in highway transportation.

Snow clearing Equipment

2009-10 RESULTS	
Measure: Increased monitoring and investment	
Planned Results	**Actual Results**
1. Phase III of the Trans Labrador Highway completed	Phase III of the Trans Labrador Highway opened to the public on December 16, 2009. Although the route is open, some finishing work remains such as signage and guide rails.
2. Widening and paving of Phase I of the Trans Labrador Highway continued	325.6 kilometres widened and 44 kilometres surfaced by the end of the 2009-10 construction season.
3. Investments in road maintenance and construction projects continued	$271.0 million spent on road maintenance and construction projects in 2009-10.
4. Snow clearing equipment improvements implemented	30 new snowplows purchased in 2009-10, all featuring new safety side guards. 21 other pieces of new equipment purchased in 2009-10.
5. 24-hour snow clearing pilot project evaluated and year two implemented	The evaluation of year one of the 24-hour snow clearing pilot project was completed in Fall 2009. Year two of the pilot project commenced in December 2009.
6. Road condition monitoring and data collection expanded	Road condition monitoring capabilities were expanded with the purchase of four new Weigh-in-Motion (WIM) systems and two new Road Weather Information Systems (RWIS). Data collection expanded to include the remainder of the Trans Canada Highway and major trunk roads throughout Fall 2009 using the Department's Automated Road Analyzer vehicle.



Safety Side Guard

Trans Labrador Highway

RWIS Grand Bank

Discussion of Results

1. The opening of the Trans Labrador Highway was one of the Department's monumental achievements. While harsher than anticipated conditions prevented the Trans Labrador Highway from being 100 percent complete last Fall, the contractor worked diligently to ensure the Highway was open to the traveling public. The Department will spend approximately $10.3 million in 2010-11 to officially complete Phase III of the highway. Remaining work includes the completion of two permanent bridge structures currently under construction, finishing work on the road surface and the completion of guide rails and permanent signage.

2. The Province continued to move forward with widening and hard-surfacing Phase I of the Trans Labrador Highway. Contracts have already been awarded to widen an additional 83.4 kilometres and hard-surface an additional 92 kilometres of road.

3. 2009-10 was also another record-breaking year for investments in road and bridge maintenance and construction. This past year's Provincial Roads Program exceeded $70 million and the Department made substantial progress on pre-construction work on the Torbay Bypass, Conception Bay Bypass, and the Placentia Lift Bridge.

4. The Department is in the fourth year of a five-year $50 million heavy equipment replacement plan. This past year, Transportation and Works continued with improvements to our fleet of snow clearing equipment with the purchase of 30 new snowplows and 21 other pieces of equipment. All new government-owned snowplows are equipped with side guards to protect pedestrians.

5. The evaluation of year one of the 24-hour snow-clearing pilot project was completed in Fall 2009. The evaluation utilized stakeholder surveys and focus groups as well as an analysis of traffic counts and weather patterns to determine the effectiveness, necessity, and long-term sustainability of the project. Results of the evaluation suggest that the project was successful in meeting the goal of improving driving conditions for traffic traveling on the Trans Canada Highway and major trunk roads during the overnight and early morning hours. Year two of the pilot project was implemented in December 2009.

6. The Department continues to expand its road condition monitoring with the addition of new Road Weather Information Systems (RWIS) and Weigh-in-Motion (WIM) systems. RWIS has been in use in the province for the past five years and is an essential tool for providing safe winter transportation. The installation of WIM was a joint initiative of the Department of Transportation and Works and the Department of Government Services. The system

MV Sir Robert Bond - Corner Brook

is currently used by Government Services to enhance enforcement efforts on legal load limits for commercial traffic and by the Department of Transportation and Works for capturing traffic data.

Improved Marine Services

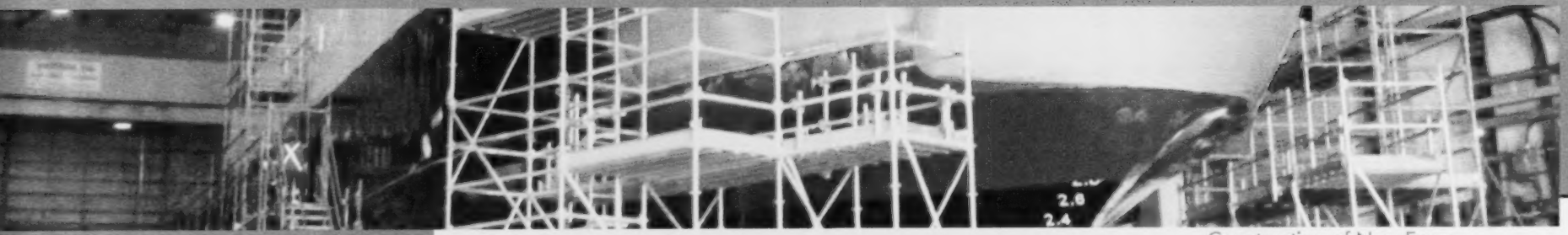
The Department of Transportation and Works improved marine services in Newfoundland and Labrador with a continued focus on vessel replacement, safety management, and an enhanced level of service. Budget 2009 allocated $44 million for the construction of new provincial ferries, $13 million for maintenance of existing ferries and $7 million for the maintenance of terminal buildings and wharves. The Department also continues to maintain ferry rates at road equivalency since implementing the road equivalency standard in 2007. The provision of a year-round ferry service across the Strait of Belle Isle builds upon the Province's road network and enhances the overall level of service for the traveling public. The Department also updated the marine policy manual to further improve operations of our Provincial Ferry Services. The following goal supports the strategic directions of Government by contributing to the improvement of transportation infrastructure and services in the province.

GOAL

By March 31, 2011 Transportation and Works will have improved marine services within the province.

2009-10 OBJECTIVE

By March 31, 2010 Transportation and Works will have substantially completed construction of the first two ferries and further implemented initiatives related to vessel replacement and maintenance.



Construction of New Ferry

2009-10 Results	
Measure: Advancements made on new ferries and program and planning initiatives	
Planned Results	**Actual Results**
1. Construction on first two new medium-sized ferries advanced	Construction of the first of two new medium-sized ferries commenced July 2009 and continued through 2009-10.
2. Decision on the construction of a third new medium-sized ferry finalized	The Department is in the process of finalizing a decision on the construction of a third new medium-sized ferry.
3. Contract for the preliminary design of a large ferry vessel awarded	Contract for the preliminary design of a large ferry vessel signed on December 24, 2009.
4. Planned maintenance program implemented	Implementation of a planned maintenance program deferred pending the completion of an evaluation of potential contractors.
5. Safety management plan progressed	Safety management plan progressed with the development and distribution of Volume I of a two-volume safety manual.
6. Plan for the long-term configuration of Labrador marine services developed	Plan for the long-term configuration of Labrador marine services developed and under review for final approval.

MV Captain Earl W. Winsor Ferry

Ferry Leaving Wharf - Blanc Sablon

Discussion of Results

1. The Department of Transportation and Works aggressively pursued a Vessel Replacement Program that would see new Provincial ferries built right here in Newfoundland and Labrador. After experiencing some delays in negotiations and construction, the Department is pleased to announce that the first two medium-sized vessels will be delivered to the Province by the first quarter of 2011.

2. Direction to proceed with the construction of a third new medium-sized ferry is pending and construction is expected to get underway in Fall 2010. The decision on the construction of a third new medium-sized ferry was postponed briefly due to unanticipated delays with the completion of the first two new vessels.

3. Preliminary design of a large vessel progressed on schedule and is expected to be completed June 2010. Once completed, the Department anticipates moving forward into the detailed design phase.

4. The evaluation of a proposal for a computerized Planned Maintenance Program is taking longer than anticipated. The Department continues to consult with the Office of the Chief Information Officer to gather more information on the proponents and develop recommendations with regards to the best program to serve the Department's needs.

5. The Department completed the first volume of its Marine Safety Manual in April 2009. Upon its completion, the Marine Safety Officer distributed the manual to all staff and provided the necessary training. Volume I of the manual contains generic safety procedures applicable to all provincial vessels. The Department awarded a contract in February 2010 for the development of Volume II, which will contain vessel specific safety regulations and instructions.

6. The Department advanced the development of a plan for the long-term configuration of Labrador marine services. Furthermore, the provision of a year-round ferry service across the Strait of Belle Isle is a key component of transportation in Labrador.

MV Sir Robert Bond - Corner Brook

New Waterbomber

Improved Government Air Services

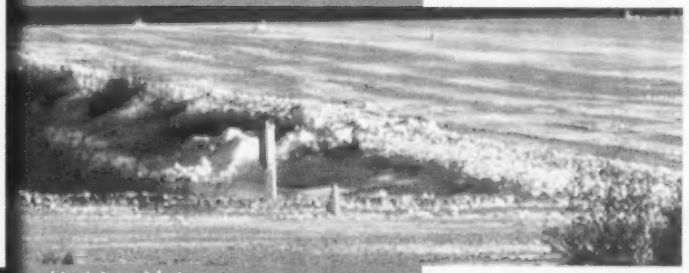
The Department of Transportation and Works operates and maintains Government's fleet of aircraft for air ambulance and water bombing services. In fulfilling its goal of improving air services, the Department focused its efforts on revitalizing Government's fleet of aircraft and improved safety with the implementation of new safety management systems. The Department also owns, operates, and maintains numerous airstrips on the Island and along the Coast of Labrador that assist in the delivery of air services throughout the province. The following goal supports the strategic directions of Government by contributing to the improvement of transportation infrastructure and services in the province as well as modernizing the Provincial water bomber fleet.

GOAL

By March 31, 2011 Transportation and Works will have enhanced its government air services.

2009-10 OBJECTIVE

By March 31, 2010 Transportation and Works will have one new waterbomber in operation and commenced the next phase of its safety management and planning processes.



Airstrip - Nain

Port Hope Simpson Airstrip

2009-10 Results	
Measure: Plan in place for water bombing services and safety management systems advanced	
Planned Results	**Actual Results**
1. Plan for long-term sustainability of the Province's water bombing services developed	The Department no longer required a long-term plan for water bombing services since it successfully negotiated a contract with Bombardier for the acquisition of four new water bomber aircraft.
2. Phase II of safety management systems for airstrips and aircraft operations implemented	Planning processes completed and all components of Phase II of the safety management systems for airstrips and aircraft were developed, implemented and submitted to Transport Canada.

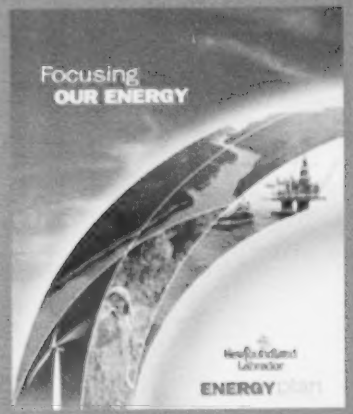
Discussion of Results

1. The Department's long-term plan for fire suppression has always been to modernize the water bomber fleet. The need for an alternate plan that focused on sustainability arose when the Department anticipated delays in negotiations with Bombardier for the acquisition of new aircraft. However, the Department successfully concluded negotiations with Bombardier and an alternate plan was no longer required. On October 20, 2009, an agreement was signed for the purchase of four new state-of-the-art Bombardier 415 aircraft. Although delays in negotiations slightly postponed the delivery of the first aircraft, it is expected to arrive in the Province in April 2010.

2. The Department engaged consultants to develop the second phase of a safety management system for both airstrips and aircraft. Components of Phase II included the development and implementation of specific safety management plans, policies and procedures. Phase II of both plans were completed and submitted on time to Transport Canada.

Airstrip Runway Edge Lighting

New Hybrid Vehicle



Provincial Energy Plan

Support the Provincial Energy Plan

In September 2007, the Province released its Provincial Energy Plan - Focusing Our Energy to guide energy policy in the Province for the coming years. The Provincial Energy Plan contains a number of initiatives targeted at conservation and efficiencies, including targets for government buildings and vehicles. This past year, the Department delivered on its commitments by exceeding targets set out for government buildings and light vehicles. Efficiency ratings for new government buildings and major renovations are exceeding the 25 percent commitment contained in the Provincial Energy Plan. The following goal supports the strategic directions of Government by contributing to government's environmental stewardship.

GOAL

By March 31, 2011 Transportation and Works will have more environmentally friendly government buildings, light vehicles and operating practices.

2009-10 OBJECTIVE

By March 31, 2010 Transportation and Works will have commenced implementation of specifications and procedures in support of the Provincial Energy Plan.

Components of a Geothermal HVAC System

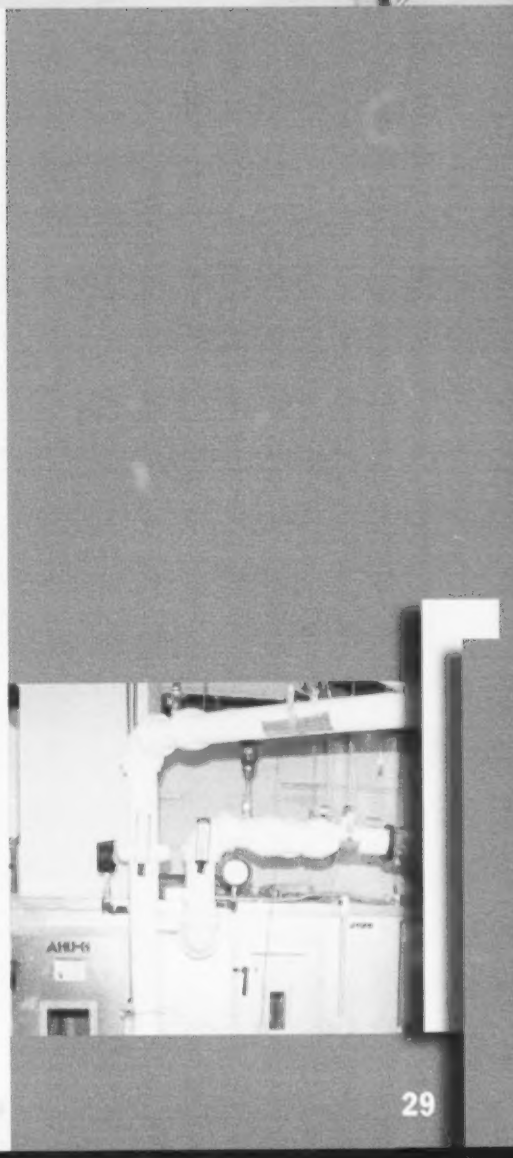
2009-10 Results	
Measure: Policies and procedures implemented	
Planned Results	**Actual Results**
1. Use of energy performance assessment models for new buildings and major renovations	Energy performance assessment models applied to all new buildings and major renovations through various contracted services.
2. Measurement and verification programs for energy performance in new government buildings implemented	Measurement and verification program plans in place for new government buildings. Awaiting completion and occupancy of the new buildings prior to implementation.
3. Purchase of energy efficient cars and SUVs and monitoring of efficiency ratings of new vehicle purchase continued	5 hybrid cars and 6 hybrid SUVs purchased in 2009-10. Fuel efficiency ratings continue to be monitored and considered when purchasing new government vehicles.

Discussion of Results

1. The Department applied energy performance assessment models to all new government buildings and major renovations with the expectation of exceeding the model National Energy Code by 25 percent. Recently completed projects that use ground source heat pumps are demonstrating an energy performance that exceeds 50 percent of the model energy code. Projects not availing of geothermal technology are exceeding the model energy code by 28 to 30 percent.

2. Prior to implementing the established measurement and verification plans, the Department must collect energy usage data on the newly completed buildings. Once the buildings are occupied and operational, the Department will begin collecting the necessary data to measure energy performance. The Department anticipates that the first series of results will be available in 2010-11.

3. Since the Provincial Energy Plan came into effect on April 1, 2008, 50 percent of Government's car and SUV purchases have been hybrid vehicles. Government's Light Vehicle Fleet now consists of 35 Hybrids, 18 Hybrid SUVs and 17 Hybrid Cars.



Lewisporte Long-Term Care Facility Rendering

Opportunities and Challenges Ahead

Provincial Infrastructure Strategy

In keeping with Government's commitment to infrastructure renewal, the Department of Transportation and Works is making significant improvements in its building inventory through increased investments. While priorities of life safety and Occupational Health and Safety top the list, ongoing maintenance of our facilities continues to be a challenge. Some facilities are in poor condition and the investment required may exceed the cost of replacement. The Department is completing a comprehensive analysis of its facilities and is developing a plan for medium-to-long term replacement or consolidation of the facilities at or near the end of their service lives.

The Department of Transportation and Works further supports the Infrastructure Strategy with management and oversight of major government projects from the design to construction stage. The Corner Brook Regional Hospital is currently in the design stage with some construction underway. Projects in the early stages of construction include the new Hoyles-Escasoni Long-Term Care Facility and the Labrador Regional Health Centre. Other projects making significant progress include the Lewisporte Long-Term Care Facility, the Royal Newfoundland Constabulary Headquarters re-development, and several new K-12 schools. The Department is also undertaking a full building envelope (brick and window replacement) upgrade at the Confederation Building. These few projects alone represent over half of the Provincial Infrastructure Strategy.

The Department is working closely with both the consulting and construction communities to ensure that infrastructure development is balanced and that the strategy is implemented at a rate that does not strain local labour and supply markets. The Infrastructure Strategy continues to deliver benefits to the provincial economy and, ultimately, to the people of Newfoundland and Labrador.

Department of Transportation and Works

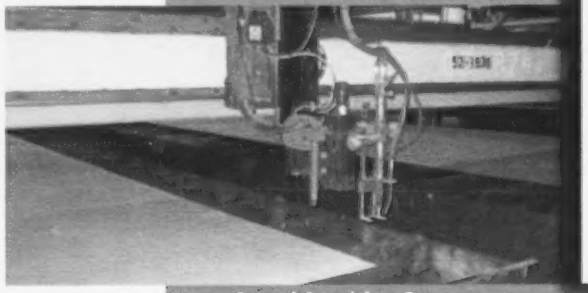
Marystown Shipyard

Vessel Replacement

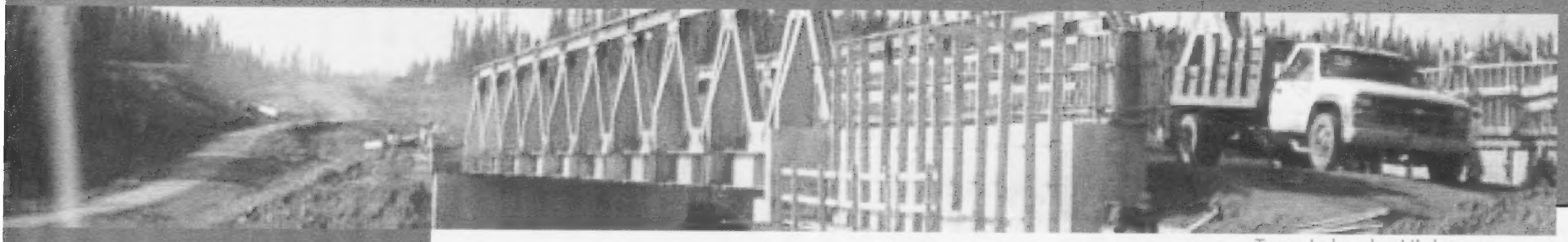
The Department of Transportation and Works has embarked upon an aggressive Vessel Replacement Program, with the delivery of two new medium-sized ferries scheduled for the Fall of 2010. These ferries are being constructed at the Peter Kiewit Shipyard facility in Marystown and are the first ferries to be constructed within the Province since 1990. The Department plans to move forward with vessel replacement to include the construction of a third medium-sized ferry, six smaller passenger/freight ferries for the South Coast and Southern Labrador, and a replacement ferry for the MV Captain Earl W. Winsor on the Fogo Island /Change Islands service.

The potential construction of all of these ferries within the Province would provide substantial regional economic benefits, as well as, spin off opportunities for the supply of labour, materials and services. However, the Department faces a number of challenges when attempting to provide the construction work to shipyards within the Province.

The primary challenges concerning the construction of these new vessels solely within Newfoundland and Labrador generally involves capacity. Although the six smaller passenger/freight ferries can be constructed at various yards throughout the Province, only one shipyard currently possesses the capacity to construct the larger roll-on roll-off ferries required by Government. Smaller yards interested in constructing these ferries would require varying amounts of upgrades and investments.



First Cut of Steel for Construction of New Ferry



Trans Labrador Highway

The Plan Ahead

Improved Highway System

Goal

By March 31, 2011 Transportation and Works will have improved the condition and maintenance of the province's roads and bridges.

2010-11 Objective:

By March 31, 2011 Transportation and Works will have further expanded its monitoring efforts and continued to invest in highway transportation.

Measure: Increased monitoring and investment

Indicators:

- Additional Road Weather Information Systems installed
- Widening and paving of Phase I of Trans Labrador Highway continued
- Investments in road maintenance and construction projects continued
- Year two of the 24-hour snow-clearing pilot project evaluated
- Road condition monitoring and data collection expanded

Improved Marine Services

Goal

By March 31, 2011 Transportation and Works will have improved marine services within the province.

2010-11 Objective:

By March 31, 2011 Transportation and Works will have significantly advanced on our commitment for new ferry vessels and implemented our planned maintenance program.

Air Ambulance

Measure: Advancements made on new ferries and implementation of the planned maintenance program

Indicators:
- Construction completed on two new medium-sized ferries
- Construction started on third medium-sized ferry
- Design of a smaller passenger/freight vessel commenced
- Detailed design work for a large ferry vessel commenced
- Year two of pilot project for year-round service on the Labrador Straits implemented
- Volume II of safety management plan manual completed
- Implementation of the planned maintenance program advanced

Improved Government Air Services

Goal
By March 31, 2011 Transportation and Works will have enhanced its government air services.

2010-11 Objective:
By March 31, 2011 Transportation and Works will have the second new water bomber in operation and have further advanced its safety management systems and planning processes.

Measure: New water bomber delivered and safety management systems and planning processes advanced

Indicators:
- Second new water bomber delivered and in operation
- Planning processes advanced for safety management systems for airstrip and aircraft operations
- New air ambulance delivered

Focusing OUR ENERGY

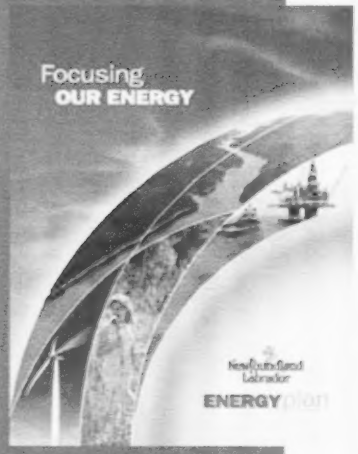
Support the *Provincial Energy Plan*

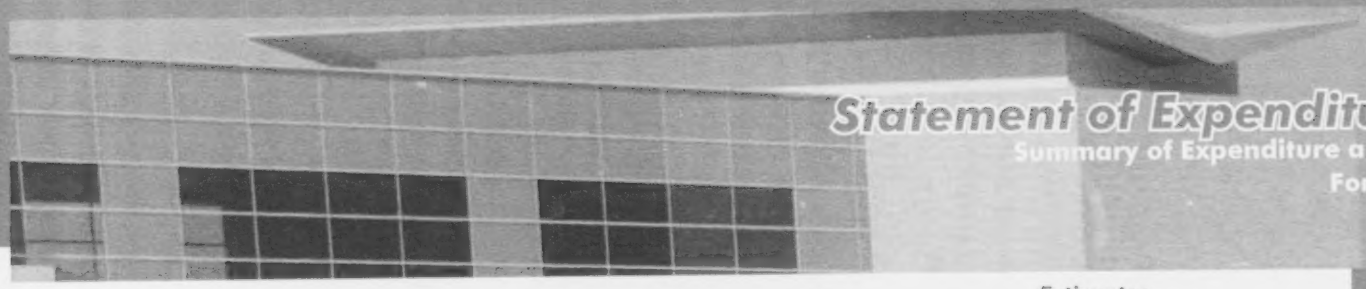
Goal
By March 31, 2011 Transportation and Works will have more environmentally friendly government buildings, light vehicles and operating practices.

2010-11 Objective:
By March 31, 2011 Transportation and Works will have further implemented its specifications and procedures in support of the Provincial Energy Plan.

Measure: Policies and procedures implemented

Indicators:
- Use of energy performance assessment models for new buildings and major renovations continued
- Measurement and verification programs for energy performance in new government buildings implemented
- Purchase of energy efficient cars and SUVs and monitoring of efficiency ratings of new vehicle purchases continued



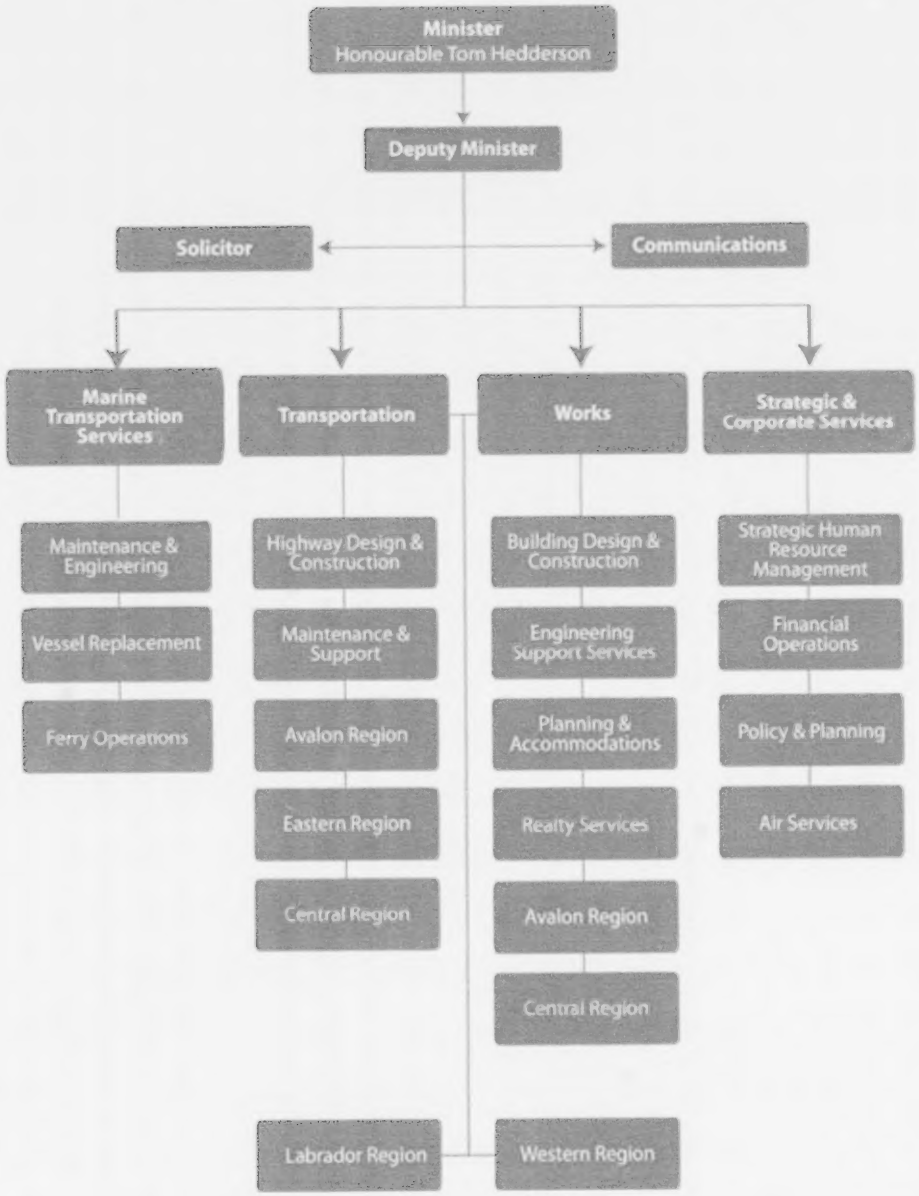


Statement of Expenditures and Revenues

Summary of Expenditure and Related Revenue (un-audited)
For the year ending March 31, 2009

		Estimates	
	Actual	**Amended**	**Original**
Executive and Support Services			
Minister's Office	$340,273	$373,100	$286,900
General Administration	$7,647,376	$8,657,500	$8,644,000
Less Revenue	($1,989,199)	($500,000)	($500,000)
Maintenance of Roads and Buildings			
Road Maintenance	$74,845,010	$75,808,400	$74,659,400
Less Revenue	($3,110,153)	($2,715,000)	($2,715,000)
Building Maintenance Operations and Accommodations	$51,382,671	$53,598,600	$52,445,500
Less Revenue	($711,564)	($987,200)	($987,200)
Equipment Maintenance	$37,289,562	$38,357,600	$37,102,700
Less Revenue	($138,103)	($475,000)	($475,000)
Construction of Roads and Buildings			
Administration and Support	$2,753,893	$2,829,800	$3,524,300
Road Construction	$196,174,779	$211,611,500	$241,599,500
Less Revenue	($66,209,041)	($82,645,000)	($82,645,000)
Building Construction	$21,221,915	$23,300,000	$22,450,000
Less Revenue	($294,889)	($75,000)	($75,000)
Transportation Services			
Air Support	$1,711,268	$2,199,600	$2,390,100
Less Revenue	($274,235)	($1,117,000)	($1,117,000)
Marine Operations	$90,437,762	$114,349,500	$118,351,200
Less Revenue	($7,554,451)	($4,873,000)	($4,873,000)
Air Services	$42,310,333	$42,808,000	$12,270,000
Less Revenue	($2,879,124)	($3,030,000)	($3,030,000)
Total Expenditure	**$526,114,842**	**$573,893,600**	**$573,723,600**
Total Related Revenue	**($83,160,759)**	**($96,417,200)**	**($96,417,200)**

***Note:** Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2010. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process, however the Department of Transportation and Works is not required to provide a separate audited financial statement.*



Department of Transportation and Works

Appendix A: Organizational Chart

Construction of Labrador West Health Centre & College of North Atlantic

Regional Offices

Avalon Region (Works)
West Block, Confederation Complex
PO Box 8700
St. John's, NL A1B 4J6
Phone: 709-729-3362
Fax: 709-729-0036

Avalon Region (Transportation)
White Hills
PO Box 21301
St. John's, NL A1A 5G6
Phone: 709-729-2382
Fax: 709-729-0219

Central Region (Works)
McCurdy Complex
PO Box 2222
Gander, NL A1V 2N9
Phone: 709-256-1000
Fax: 709-256-1013

Central Region (Transportation)
Transportation Depot
PO Box 10, Duggan Street
Grand Falls-Windsor, NL A2A 2J3
Phone: 709-292-4300
Fax: 709-292-4364

Eastern Region (Transportation)
Box 70, 3 Duffitt Place
Clarenville, NL A5A 1E9
Phone: 709-466-4120
Fax: 709-466-3927

Western Region
(Transportation & Works)
Sir Richard Squires Building
PO Box 2006, Mt. Bernard Avenue
Corner Brook, NL A4H 6J8
Phone: 709-637-2532
Fax: 709-637-2549

Labrador Region
(Transportation & Works)
PO Box 3014, Stn "B"
Happy Valley-Goose Bay
Labrador A0P 1E0
Phone: 709-896-7840
Fax: 709-896-5513

Corporate Headquarters

Department of Transportation and Works
West Block, Confederation Complex
PO Box 8700
St. John's, NL A1B 4J6
Phone: 709-729-2300
Fax: 709-729-4658
E-Mail: tw@gov.nl.ca
twhighways@gov.nl.ca

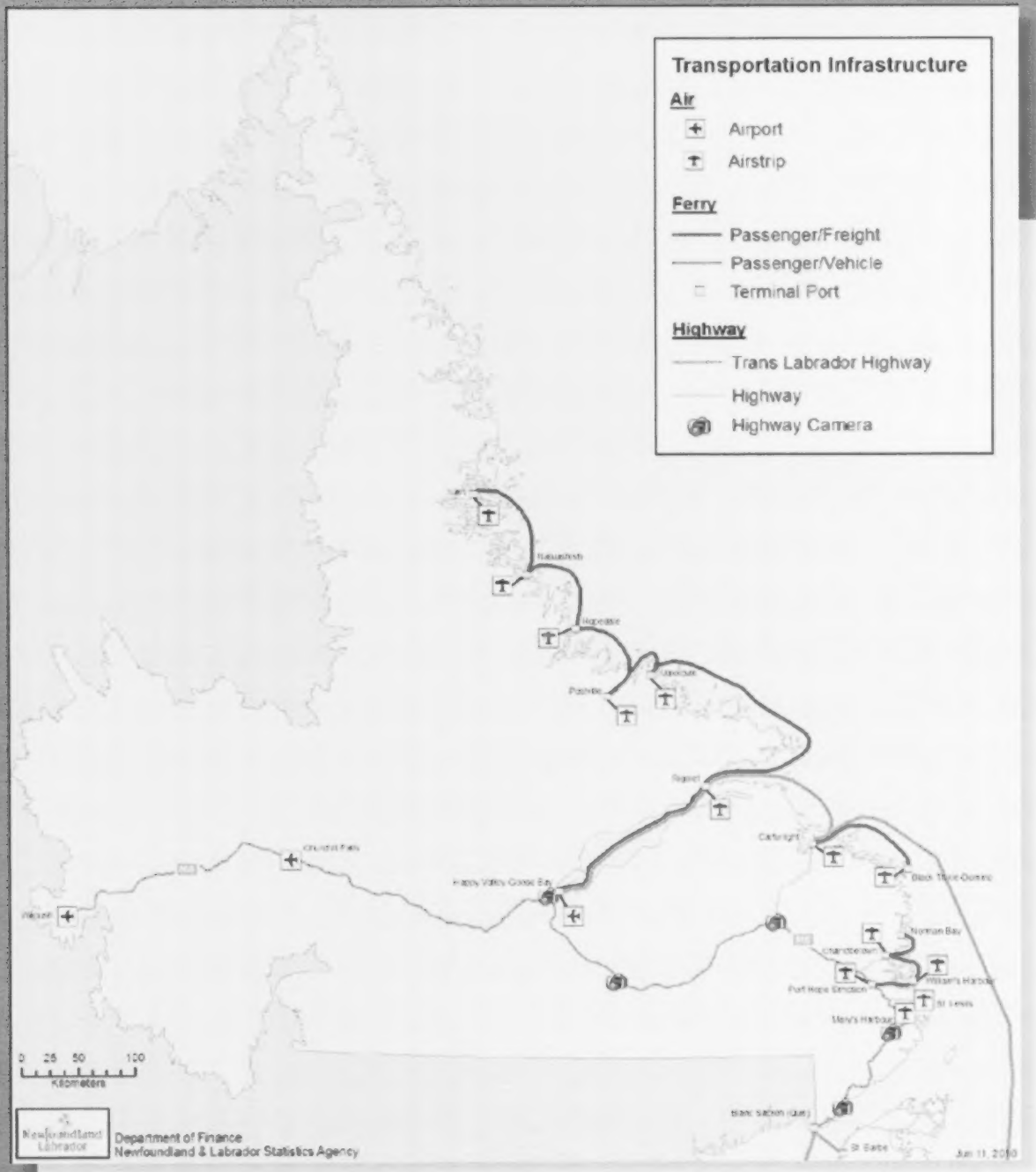
Website: www.tw.gov.nl.ca

Marine Transportation Services
Department of Transportation and Works
1 Fairview Street
PO Box 97
Lewisporte, NL A0G 3A0
Phone: 709-535-6201
Fax: 709-535-6245

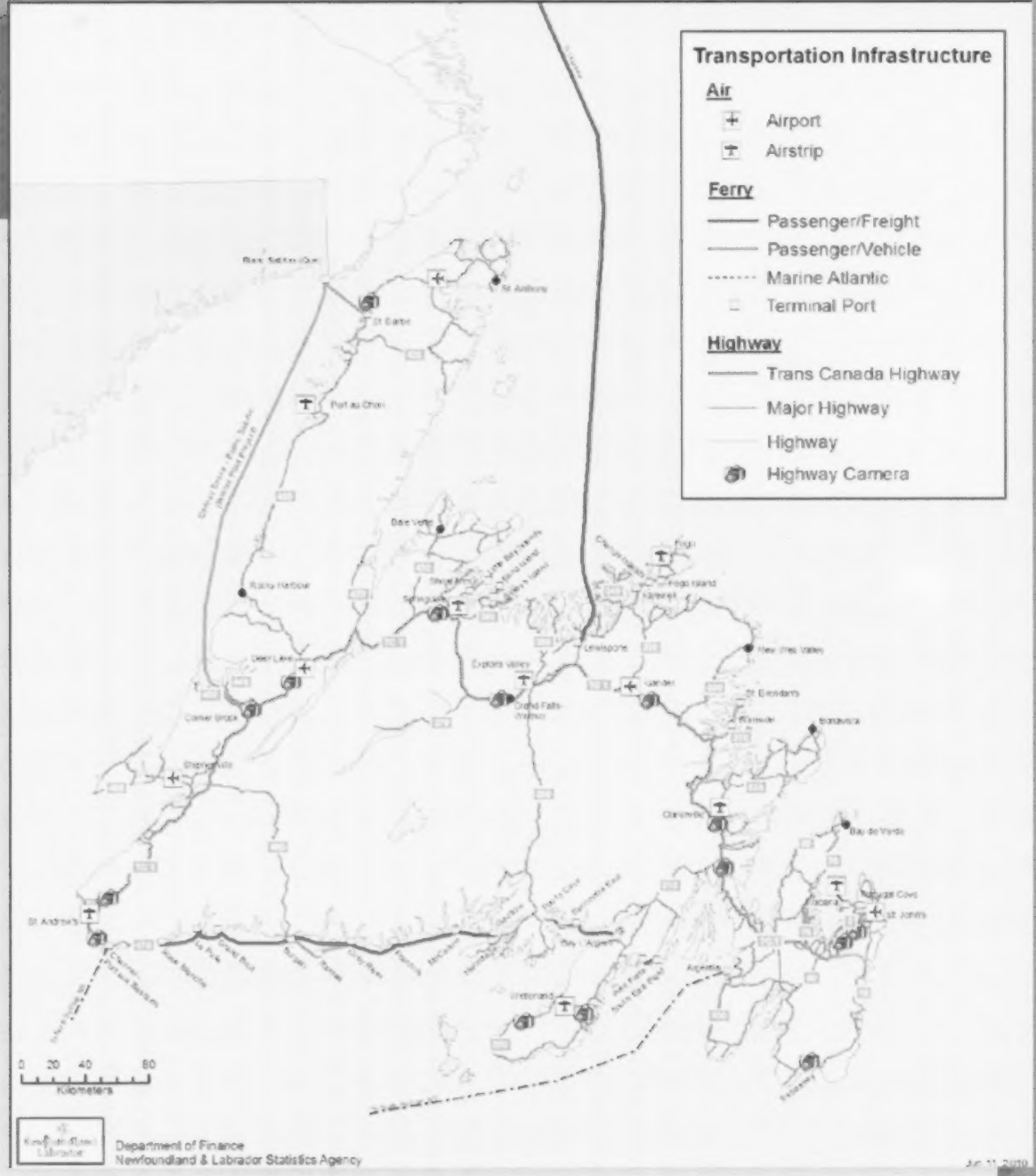
Public Information Officer:
1-888-638-5454

E-Mail: twmarine@gov.nl.ca

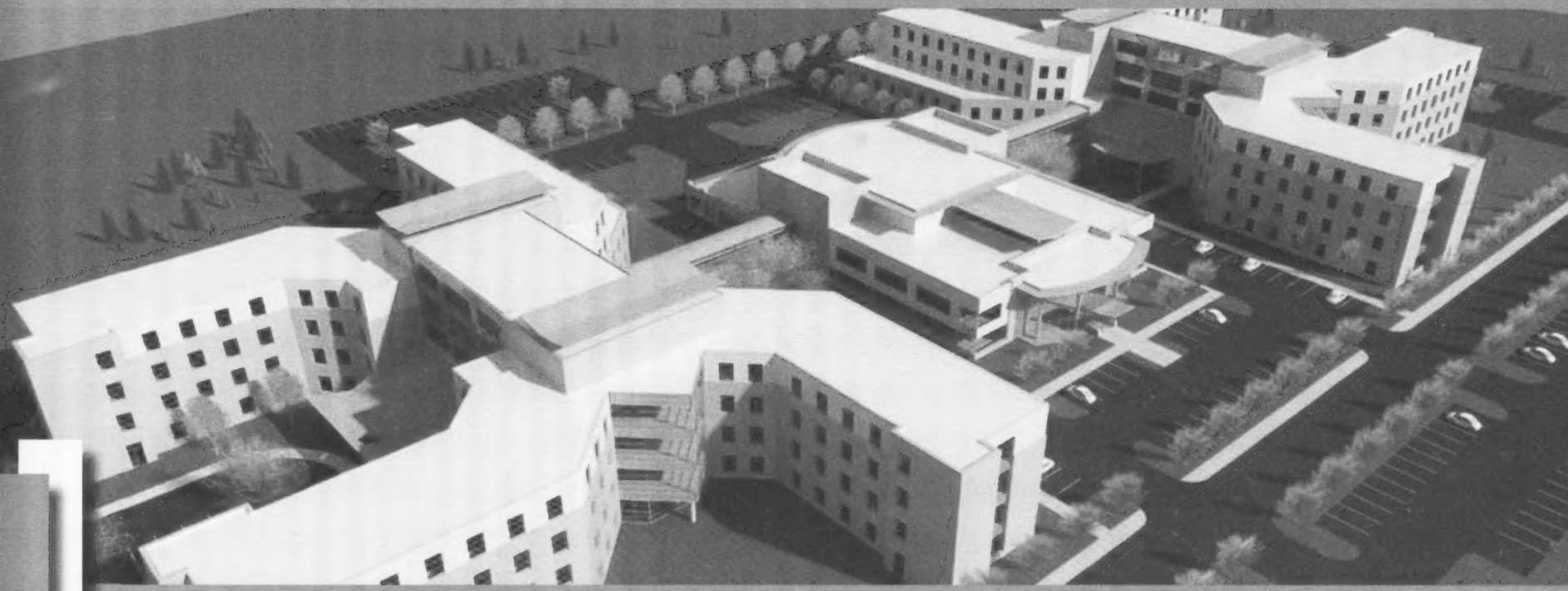
Appendix B: Contact Information



Department of Transportation and Works


Transportation Infrastructure
Air
Airport
Airstrip
Ferry
Passenger/Freight
Passenger/Vehicle
Marine Atlantic
Terminal Port
Highway
Trans Canada Highway
Major Highway
Highway
Highway Camera
0 20 40 80
Kilometers
Department of Finance
Newfoundland & Labrador Statistics Agency

Newfoundland
Labrador
Transportation & Works



St. John's Long-Term Care Facility